

15 July 1977

MEMORANDUM:

SUBJECT : Proposed Visit to CIA by a Group of
Distinguished University Presidents

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1. Purposes of Visit: Though students and faculty on campuses across the country are less critical of the US government and foreign policy than they were a few years ago, CIA continues to be a major bete noire in academia. The persecution of [REDACTED]

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[REDACTED] and guidelines governing relations with CIA issued by Harvard and under consideration at other schools illustrate how strong anti-Agency feeling still is. Gross misunderstandings of the Agency's mission and activities are at the root of most of our problems on campus, and many are based strictly on conjecture or on cases ten or more years old. Even the well informed and sophisticated drafters of the Harvard guidelines believed that the Agency is still involved in activities that were discontinued years ago.

A modest but promising means of dispelling some of the myths and misunderstandings about CIA is to invite a distinguished group of university presidents to the Agency for VIP briefings and tours. A main objective should be to explain on the record what types of relationships CIA has on campus and why they are important. Particular emphasis should be placed on our research and analytical efforts and on the extensive academic contacts that assist them. Agency spokesmen should make clear in addition that CIA does not do many of the things it is accused of: we do not use American citizens (academic or otherwise) unwittingly; we do not use colleges or universities for cover purposes; we do not conceal contractual research relationships from appropriate university officials, etc. Thus, the primary purpose of the proposed visit would be in the area of image building and rectification.

Another important purpose would be to improve channels of communication between CIA and leading academic centers. Any success

we may have in improving a university president's understanding of the Agency undoubtedly would have a favorable multiplier effect on campus. All of the universities on the initial list proposed below have prestigious foreign area and other specialized research centers (see Attachment A for a list) where analysis often complements or supplements our own. Contacts between these centers and Agency analytical components now consist almost entirely of individual relationships. We should attempt to broaden them and to establish enduring institutional ties with many of the research centers in order to promote cooperative research.

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2. Time and Place of Visit: The first visit should be held for the better part of two days during the month of October. Most sessions should be conducted at the Headquarters building with special presentations perhaps at [REDACTED]. Alternatively, the visiting presidents could be flown to [REDACTED] late in the afternoon of the first day and spend the night there with an evening program. Additional sessions could then be held on the second day at Headquarters and/or [REDACTED].

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3. Agenda: It is recommended that the university presidents be granted special Secret clearances for the visit and that they be briefed candidly on a wide spectrum of Agency activities. Presentation by [REDACTED] would appear to be essential elements in the program, because of widespread concern in academia--most recently evident in the Harvard guidelines--with CIA "spying" on campus. Representatives of the two DDO divisions should describe the mission and operating procedures of their components with an eye toward assuaging apprehensions about improper CIA activities in the US. Presentations about photographic collection and analysis would be a key ingredient and most likely ought to be allocated a large time block on the program.

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The DDI's numerous analytical programs should also be a major element of the program. Special and innovative research efforts [REDACTED] and other resource analysis, strategic research and verification, personality and behavioral studies, etc.) should be included. An effort should be made to formulate an individual presentation for each president that would concentrate on an analytical area of particular interest to him.

Although our primary purposes in hosting a visit by university presidents are in the area of image building and improving contacts, our scheduling and presentations should scrupulously avoid the appearances of a high-pitched public relations campaign. If such an

impression predominated, our efforts might well be counterproductive. One means of helping to avoid the appearances of a rigidly controlled visit is to schedule separate, informal sessions for each president with a group of alumni from his university drawn from throughout the Agency. The agendas for these meetings should be left open for spontaneous and candid exchanges without the presence of senior Agency officials.

4. Proposed Invitees: The following thirteen presidents (see Attachment B for Who's Who in America bio sketches) of leading American universities are recommended for the initial visit:

Peter Magrath	University of Minnesota
Norman Hackerman	Rice University
Martin D. Woodin	Louisiana State University
John W. Oswald	Pennsylvania State University
Theodore Hesburgh	Notre Dame University
Robert Sproull	University of Rochester
John Hogness	University of Washington
Henry K. Stanford	University of Miami
David Saxon	University of California
Clifton Wharton	Michigan State University at East Lansing
Frederick Davison	University of Georgia
Jerome Wiesner	Massachusetts Institute of Technology
Dallin H. Oaks	Brigham Young University

Each was recommended by [REDACTED] and is considered likely to be receptive to an invitation from Admiral Turner for a visit to CIA. [REDACTED] believe that all are generally favorable toward CIA. They were drawn from a much larger list of presidents who would be candidates for additional visits if the first one is successful. The thirteen were chosen from the larger list for a variety of reasons. All major regions of the country are represented about equally. Public and private institutions are included, with somewhat more in the former category. Two religiously affiliated institutions are included. Enrollments vary from under 3,000 at Rice to more than 85,000 in the California university system.

Protocol and compatability have been considered. It would be inappropriate, for instance, to invite the chancellors of the Berkeley or Los Angeles campuses of the University of California or the New Orleans campus of LSU without first inviting the head of the entire university system. It would also be inadvisable to invite

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presidents of institutions of substantially different levels of prestige. All of those on the initial list are from prestigious, highly respected universities regardless of their size or location.

We should not plan on all thirteen accepting our first invitation. The ideal size for such a visit, in fact, most likely would be five or six presidents. Having any more than that would tend to undermine the VIP nature of the visit and give the appearances of shabby public relations. It is recommended that invitations be sent at the outset to eight or nine of the individuals on the list with the expectation that at least a few will be unable to accept. Additional invitations from the initial list could be sent as soon as enough regrets are received. Additional visits could be scheduled for as often as every other month for a year or two. At the rate of six university presidents six times a year, more than 100 of the leading universities and colleges could be reached within three years.

Attachments:
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